



***The Joint Staff
Director of Logistics (DJ4)***

VADM Gordon S. Holder, USN

***Projecting Global
Logistics***

***INBIA 20th Annual National Logistics
Conference & Exhibition***

2 March 2004

Defense Strategy Goals

- ▮ **Assuring Allies and Friends**
- ▮ **Dissuading Opponents**
- ▮ **Detering Threats and Coercion Against US Interests**
- ▮ **If Deterrence Fails, Decisively Defeat the Enemy**



Impetus



"We must take the battle to the enemy, disrupt his plans, and confront the worst threats before they emerge."

George W. Bush, 01 June 2002



**Next
?**



**WTC & Pentagon,
2001**



**USS Cole,
2000**



**Embassies: Kenya and Tanzania,
1998**



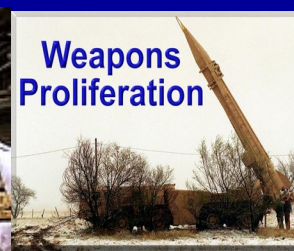
Khobar Towers, Saudi Arabia, 1996



Non-State Actor



**Chem
Bio**



**Weapons
Proliferation**



Failed States

World Trade Center, 1993

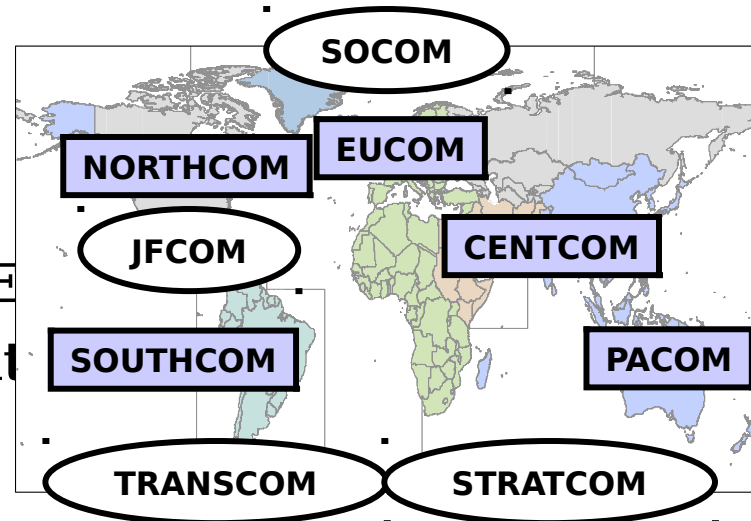


The Changing Paradigm

- **Prior Paradigm**
 - Strategic resources allocated to Combatant Cdr's war plans
 - Regional Assessments/Appportionment
 - Driven by Combatant Cdrs' concerns



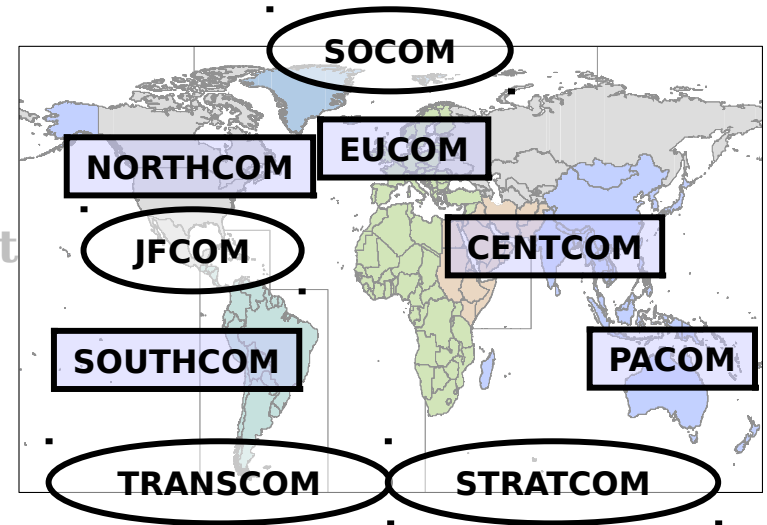
- **Impacts of 9/11**
 - Global commitment to O&E
 - Impacts of appportionment



The Changing Paradigm



- **Prior Paradigm**
 - Strategic resources allocated to Combatant Commanders' war plans
 - Regional Assessments/Appportionment
 - Driven by Combatant Cdrs' concerns
- **Impacts of 9/11**
 - Global commitment to OEF/OIF
 - Impacts of apportionment
- **Paradigm shift in wartime**
 - **Combatant CDR centric to global sustainment**
 - **OEF, OIF and beyond**
 - **10-15 year duration**

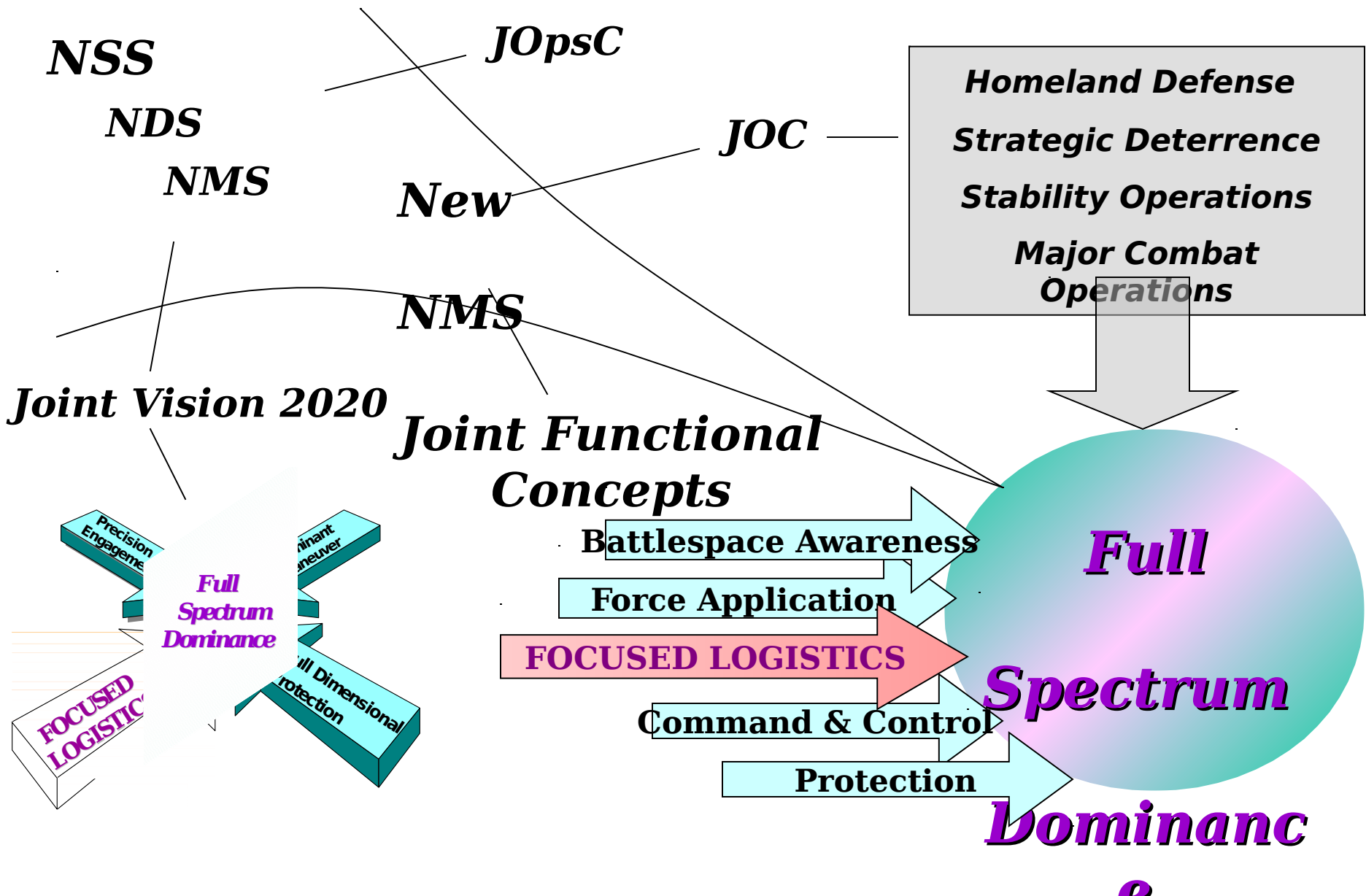


Global Sustainment

JOINT VISION 2020



Focused Logistics Evolution



Focused Logistics

High Level Operational Concept

**Rapid Deployment
of Mission-Ready
Forces**

Precise Application of Logistics

**Asset
Visibility
Information
Fusion
Logistics
Decision
Superiority**

**Reachback
Communications**

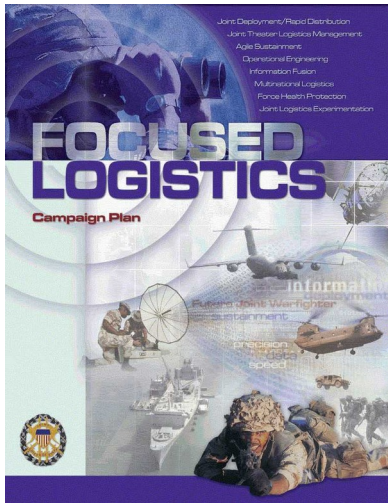
**Reduced
Inventory,
Smaller
Footprint, Faster
Response**

**Rapid Distribution
of Tailored
Support Packages**

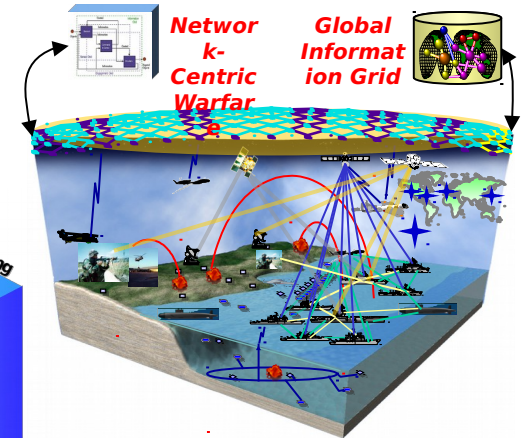
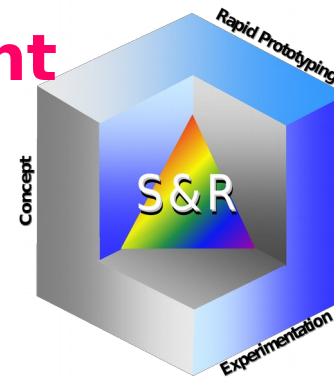
**Deployed forces
deliver more
capability, require**

RESULT

Logistics Transformation Roadmap

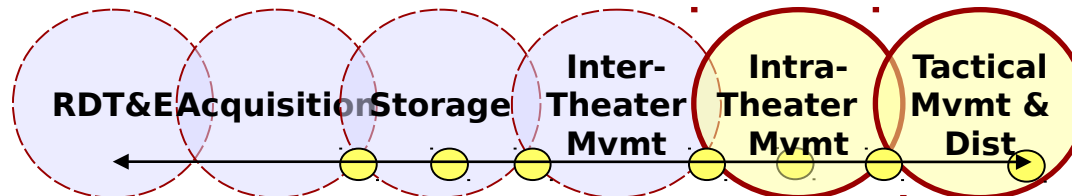


Joint Theater Logistics Management



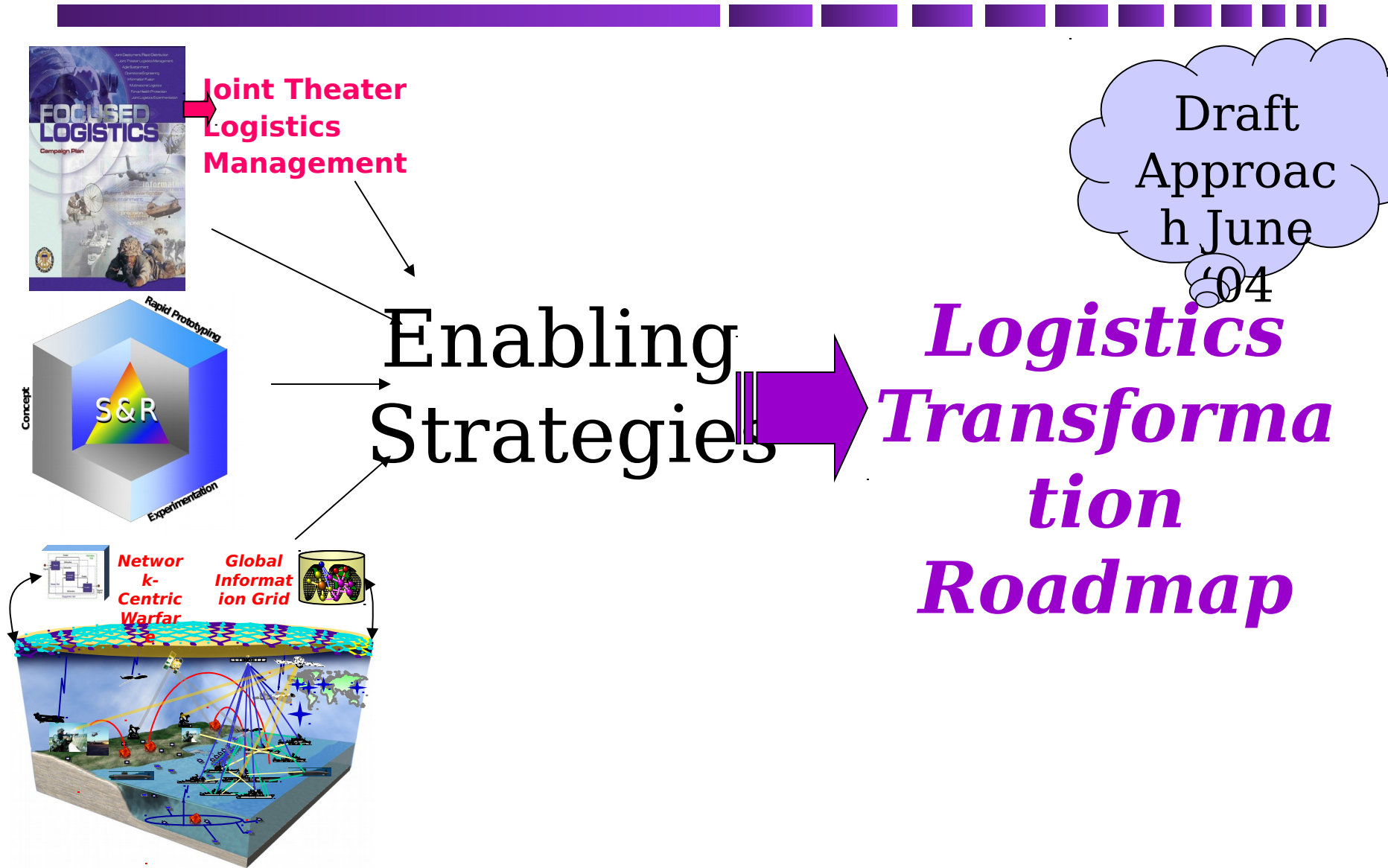
Integrated Logistics

Source
of
Supply



Point
of
Effect

Logistics Transformation Roadmap

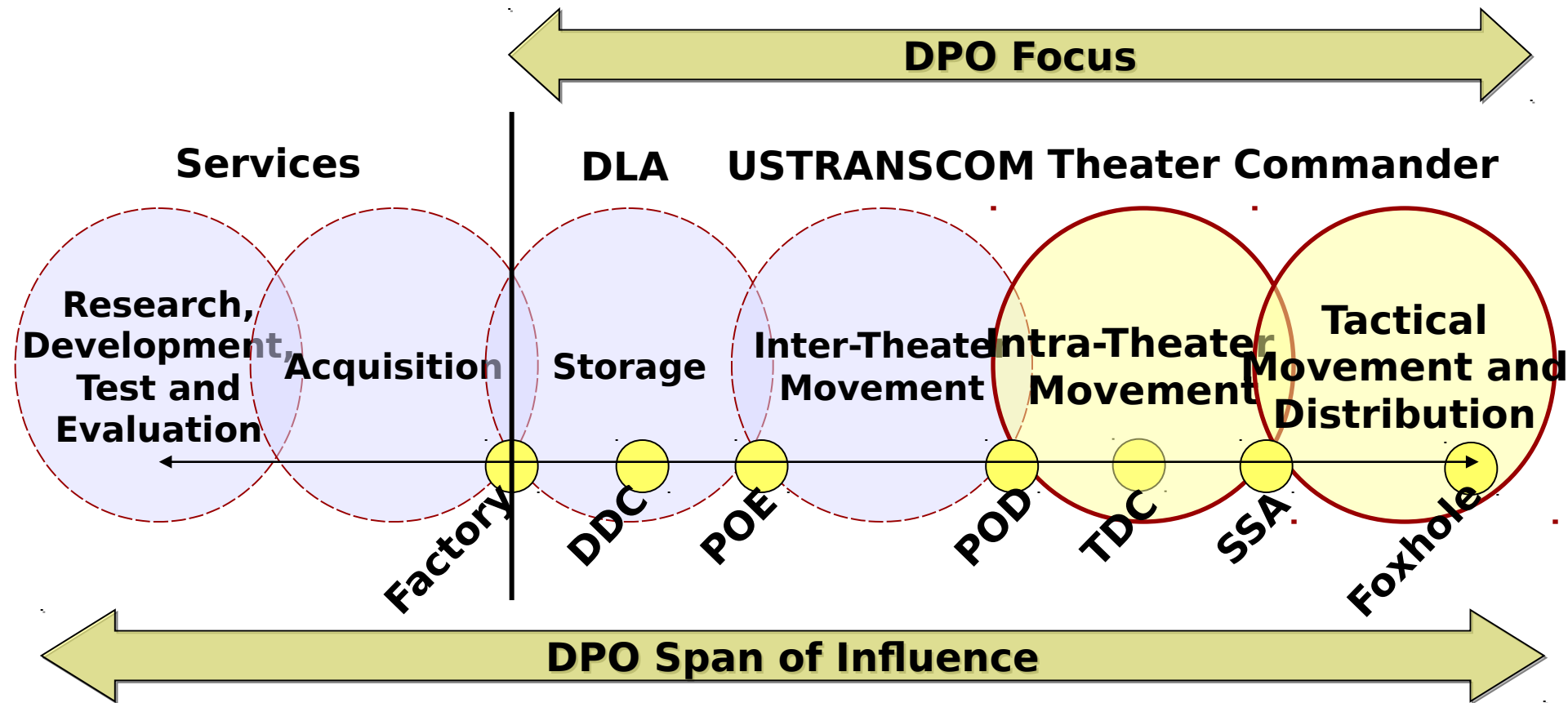


Joint Deployment Process

Get There to Fight and Win...



Joint Theater Logistics Management Challenge



The Distribution System is under one umbrella!

Deployment/Distribution Operations Center

-Forward (DDOC-FWD) Pilot



★★★★CENTCOM



★★CCJ4

SMC

Director
Air
Mobility
Forces

C-130s
Aerial
Ports

MTMC &
MSC
(Surface)

Single Port
Mgr

JMC

AMC

SDDC

CDDOC

JMC
Planning &
Validation
Div

DLA

DDOC

CFLCC
Movements &
Distribution
Division

Mode Operators
Trucks/Rail/Waterc
raft
MCT

DLA

Operation IRAQI FREEDOM

Asset Visibility for the Last Tactical Mile...

HERE IT IS! The Fuel Control Valve had a data rich RF tag on it



- Theater Distribution Center somewhere in CENTCOM AOR

- With RFID tags, Asset Visibility now exists to NSN level

- Handheld interrogator has direction-finding, audible-tone feature to locate data rich RF tags



“Where’s my Fuel Control Valve?”

Operation IRAQI FREEDOM

Exploiting Technology to Achieve ITV



- **CENTCOM mandated In-Transit Visibility (ITV) for Operations ENDURING FREEDOM and IRAQI FREEDOM**

- **Radio Frequency Identification became a key ITV-enabler**



Juana Diaz, a logistics specialist in the 249th Quartermaster Company from Fort Bragg, reads an RFID tag on a container at Camp Arifjan.

- **RF tracked food, spare parts, vehicles, medical supplies, ammo, construction material, etc.**

- **50,000-60,000 US/UK tagged pallets/containers tracked monthly**

- **500+ US/UK read/write sites**

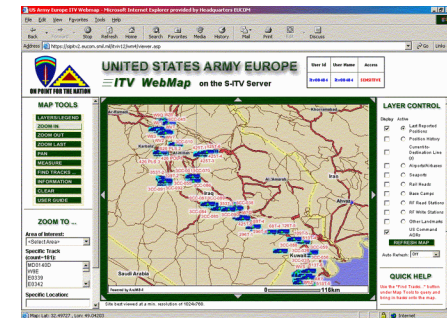
- **UK recouped investment in RFID in first three weeks of use**

In-Transit Visibility Initiatives

- **US released RFID policy mandating**
 - Data-rich tags for in-transit visibility throughout DoD
 - Suppliers apply passive tags at lowest possible level (part/case/pallet) by January 2005

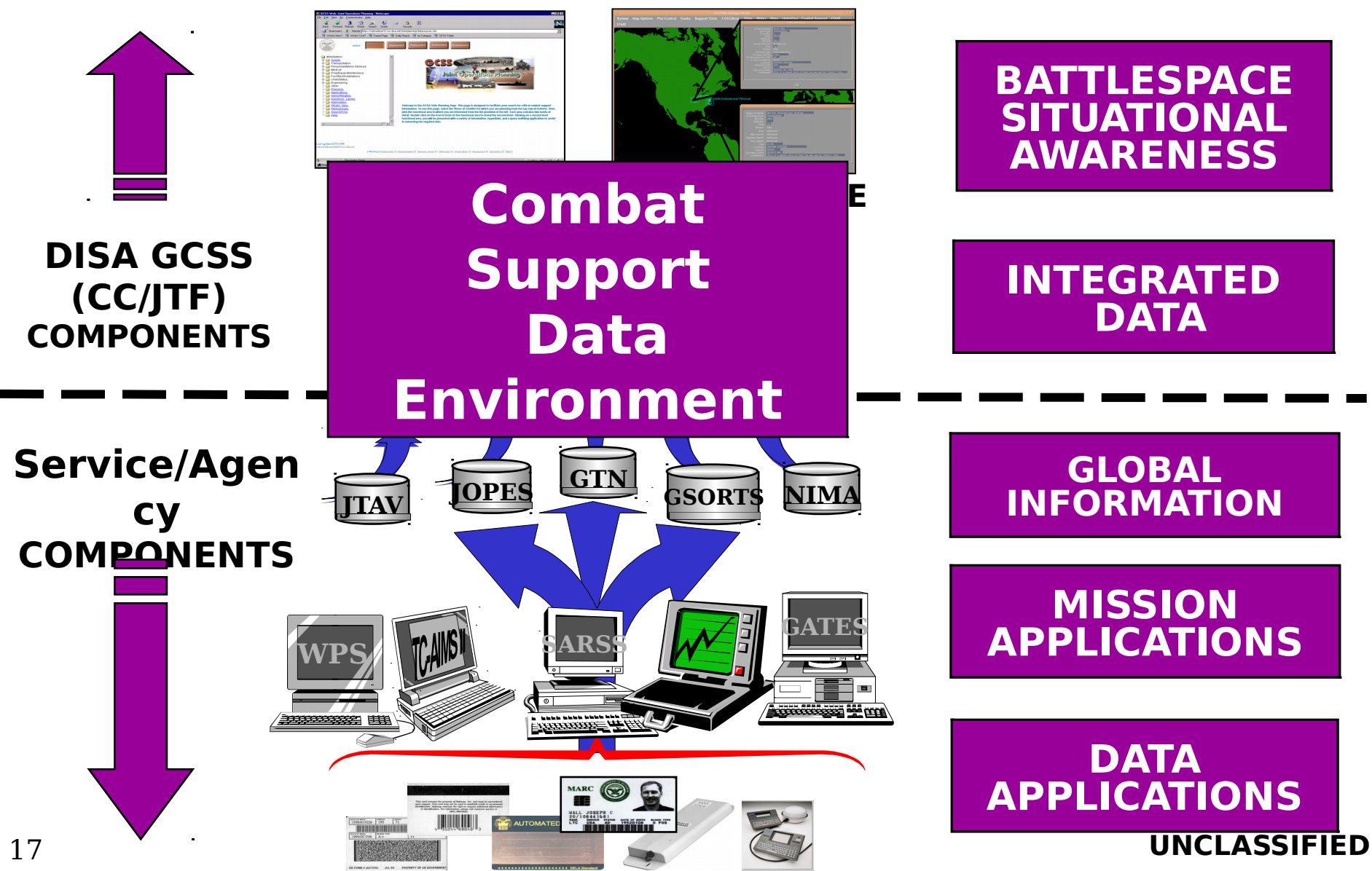


- **US/UK jointly proposed that NATO adopt RFID for consignment tracking**
 - NATO currently studying proposal
 - Logistics Information Management Group (LOG IMG) will provide recommendation to SNLC at next meeting



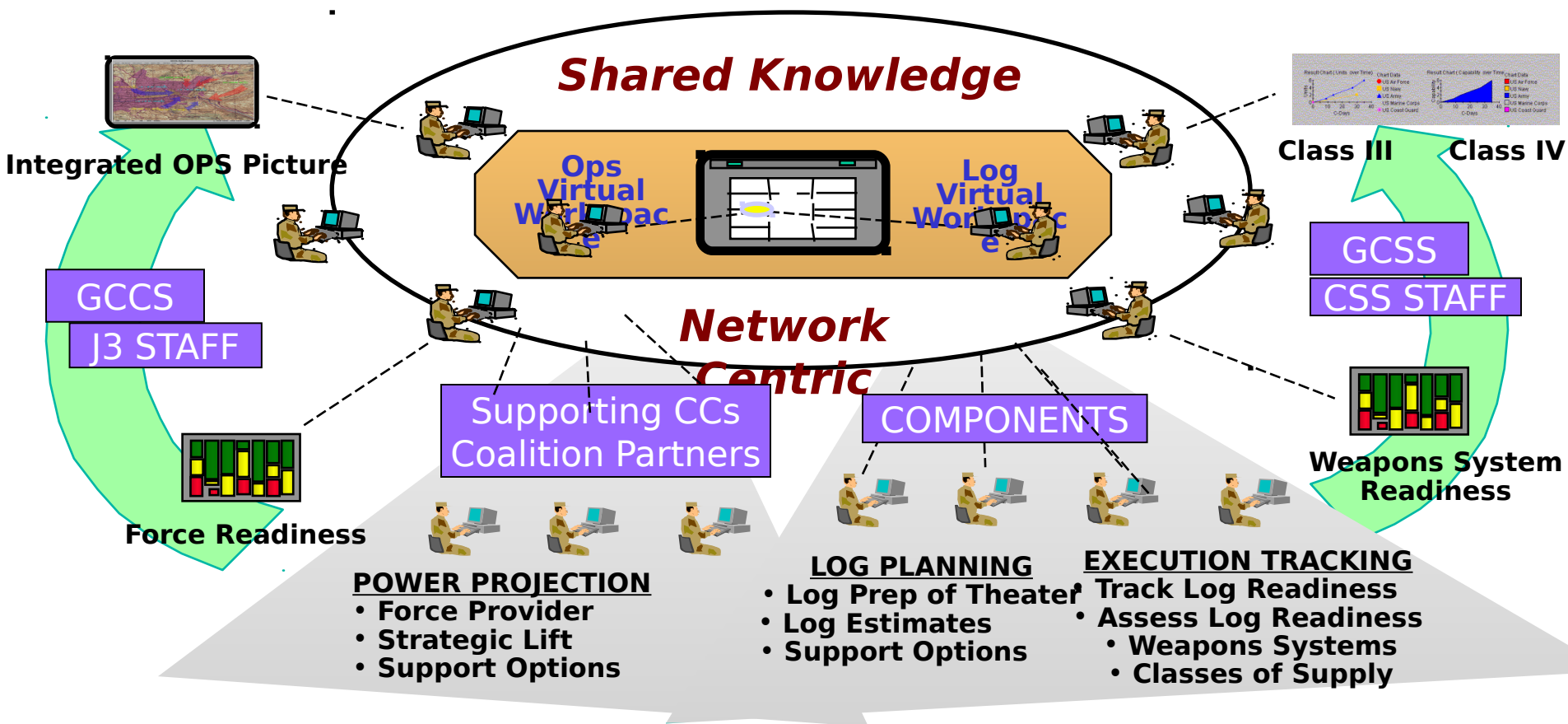
Logistics Information Fusion

Fight and Win with Logistics Decision Superiority



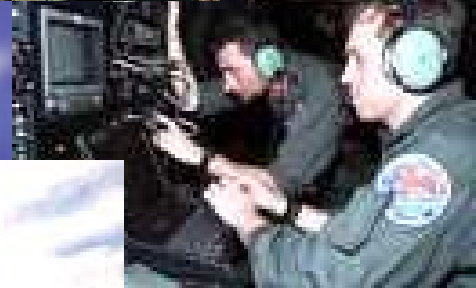
Logistics Collaboration as Force Multiplier

Provide Warfighter real-time operations & logistics collaborative capability to support planning and execution



Integrated, Accurate, Timely, Shared Data

UNCLASSIFIED



UNCLASSIFIED